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HOW TO ORGANIZE A COUNTY EXTENSION AGENT'S OFFICE*

C. L. Chambers, in Charge, Southern Section

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EXTENSION STATION FILE

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*This circular is a revision of Extension Service Circular 125 on the same subject.

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HOW TO ORGANIZE A COUNTY EXTENSION AGENT'S OFFICE

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Introduction

During the past several years the business transacted in the county extension agent's office has increased tremendously. The importance of accurate and quickly accessible records has increased correspondingly. The successful business organization of a county extension agent's office is now recognized as one of the most vital controlling factors.

It has been proved beyond question that the most successful agents have become administrators with smooth-working office organization, where the responsibility is delegated and assumed. Counties reporting a large number of farmers and farm families cooperating in the new adjustment program, and also reporting a large volume of extension, including 4-H club work, invariably have agents of this type. It is only through being relieved of office detail that the extension agents can find time to perfect farm and home organization, which is designed to turn out the type of work that they were employed to do.

System Has Stood the Test

This circular reflects the latest developments in office technique. The suggestions contained herein have been gleaned from county extension agents and numerous office-supply companies. The author is especially indebted to office management experts representing two of these companies, who have offered many suggestions covering the fundamentals of the latest filing methods, as applied to county extension agent work. Mr. C. H. Alvord, of the Southern Division, AAA, was very helpful in the preparation of that section covering AAA files. Mrs. Ola Powell Malcolm assisted in making the circular suitable to meet the needs of both men and women county extension agents.

Businesslike System Needed

Progressive county extension agents who are eager to be efficient are adopting systematic methods of office management comparable with those used by successful businessmen. The office of the county extension agent is the place where agricultural and home economics information is collected for quick reference. The answer to some problem may be, for example, a formula for insect control or a recipe for canning meat, in the form of a

DISTRIBUTION.--A copy of this circular has been sent to each extension director, and to each agricultural-college library and experiment-station library.

State or Government bulletin or leaflet. The satisfaction of creating the impression of possessing business ability, as well as rendering effective service, is apparent to the thoughtful agent. He or she is constantly on the alert for information material which should be properly centralized and classified. The information file should cover all phases of the work.

The Need of an Efficient Secretary

With the increasing demands made upon county agents, efficient secretarial help should be provided. A secretary has become an increasingly important factor in the carrying out of an extension program.

The county extension agents have always been essentially field workers, and always must be. However, the time has arrived when the county extension agent's office has become a clearing house for all kinds of information pertaining to the farm and home. He is receiving many more letters, telephone calls, and office visits. If letters are not given prompt attention and telephone calls are not answered, because of the absence of the agent from the office, it not only reflects discredit on the agent but reflects discredit on the county as well.

It is certainly false economy to require an agent receiving from \$3,000 to \$5,000 a year to get out his or her own letters. This is especially true when two extension agents are employed in the same county. The relieving of the agent of this detail, leaving him free for constructive work (for which agents are hired), has proved worth while from the standpoint of economy and efficiency.

Local financing bodies realize the folly of inefficient and inadequate office operation. They are rapidly providing adequate office equipment and clerical help. Of course, it behooves county extension agents who have become accustomed to doing without such help to think through the services the extension office should render, and make adjustments to utilize the added facilities fully.

Office Duties of Agents

The county extension agent must know office routine and spend the necessary time to explain the nature of the work to his secretary. The new secretary is too frequently thrown on his or her own resources, and errors creep in before the new cog fits into the extension machine. A secretary should be made to see that she is a very important cog--much depends on the efficiency with which the secretarial work is done. A calendar or date book should be kept on the desk for recording appointments or memoranda. If the upper corner of this or the pocket diary is kept cut off up to date it will facilitate finding the proper page.

Looking after the affairs of others, with action to some extent of an executive nature, not only has an appeal but affords opportunity for advancement, provided, of course, that the secretary becomes capable of filling a more important position. The function of the secretary suggests

much more than performing the mechanical part of letter writing. A secretary should know what is to be done and do it without being told. She should not only think with, but for, the agent and be in a position to make other suggestions relating to the work. These suggestions will be well received if presented in the proper spirit of cooperation.

As dictation will be one of the first duties the secretary will have, a few suggestions are in order. Since the county extension agent usually arrives at the office before the secretary, he should review each letter to be answered and think through what needs to be said in reply. He should have ready all necessary material with which to answer each letter before beginning to dictate. It is also helpful to announce the title of each letter when starting to dictate, thus aiding the secretary to know in advance the subject for discussion. This title or subject should appear in the letter, after the salutation, just preceding the body of the letter. This expedites locating a letter in the file, as well as giving the recipient, at a glance, an idea of what follows.

The potent factor in a business letter today is the opening paragraph, the first sentence. The object is to compel immediate, favorable attention. Letters should be dictated as if the writer were talking to the recipient in person, using conversational style. The discussion of the subject at hand should be from the point of view of the reader, eliminating the "I", "We", and all superfluity. The last sentence offers an opportunity to clinch your idea.

The agent should designate the person to have charge of the office in his absence, and should assign duties to each other person in the office. Periodical conferences (weekly at the outset) of the office staff for planning work, for commendation for work well done, etc., would lead to better understanding.

Duties of the Secretary

Since it is the duty of the secretary to write or supervise the writing of letters sent from the extension office, it is necessary that she be a good stenographer and typist. It is her duty to save the time of the agent in all matters to which she can attend.

The secretary is the "business host" who greets all callers courteously. She determines whether the desired information can be supplied, records the call, or refers to the agent for attention, on his return to the office. Reports should be made by the secretary taking extracts from the agent's diary and other records. The agent can save both his own and his secretary's time by making notes complete enough to understand. The secretary can compile data and write a section of the annual report as soon as the work is finished.

This system saves not only the agent's time but facilitates the completion and transmittal of this important document. Too often this matter is put off until the last moment. Sometimes the secretary in the extension

agent's office edits a local extension news letter, having correspondents in each community. The secretary should study and write news items from notes supplied by the agent. She should also study the art of writing good circular letters and get them out at the proper time to be most effective.

The secretary should maintain the necessary files for the office. She should clip news items pertaining to extension work, placing them and copies of circular letters in the report and publicity file. She should also keep a scrapbook of newspaper clippings and pictures, when it is thought advisable.

It is most important to maintain a systematic and complete record of bulletins and circulars used and needed in connection with the work. An adequate stock record of such material, as well as of forms, stationery, and other supplies, should be kept. The secretary may review bulletin lists and call the agent's attention to those of possible value for the information file. She may also review the list of cards handed in at field and other meetings, sending out requested information and adding to the mailing lists.

The following suggestions to secretaries in county extension offices are designed to serve as a reminder of required duties and functions. If followed they should promote efficiency and prevent misunderstanding.

1. The county extension agents' office is a business office. It is the job of the secretary and other clerical help to maintain a business atmosphere and yet create a feeling of good will on the part of callers through courteous treatment and efficient service.
2. Keep posted as to where agents may be found, if necessary, during office hours. Perhaps there is nothing so provoking to a caller as to be informed it is not known where the agents are. Otherwise suspicion may be aroused as to the efficiency of the work which may lead to unjust criticism.
3. Keep papers filed or neatly arranged on desks and tables if held for reference. Have all furniture dusted in keeping with any other efficient business office.
4. Become familiar with plans of work of both county and home demonstration agents and know keymen and women who are serving as demonstrators or leaders.
5. Become familiar with all administrative rulings issued by the State or Government affecting franking privileges, expense accounts, offset vouchers, etc.

6. Suggest to agents the taking of dictation when agents are not engaged with callers. Write as many letters for their signature as possible without bringing to attention of either agent prior to signing.
7. Office calls relating to questions the secretary can answer, such as "When will I get my check?" should be attended to without calling to the attention of the agents. All other office calls should be turned over to the agents if they are in. If agents are not in the office, find out the purpose of the call, record as much information as possible, and place note in the "immediate" box on the desk for follow up of agent concerned.
8. Keep on forms provided all daily office records of telephone and office calls, attendance at meetings, mileage, circular and individual letters mailed, etc.
9. Compile agents' statistical report and collect notes from folder in report file and arrange by projects, or perhaps actually set up the narrative report in rough form for the agents. Notes or other information of a type that will serve as a basis for the annual narrative report should be placed in the project folder for future reference. You may wish to set up the narrative reports in tentative form of projects as they are completed. It may be desirable to make a summary report to county commissioners for each of the agents. During leisure time a scrapbook may be developed illustrating campaign methods of putting forward different projects, showing progress made over a period of several years. Illustrative materials, extracts from reports, circular letters, news clippings, etc., may be used.
10. All required expense accounts and travel vouchers should be made up, based on records.
11. Keep all records of county expenditures and finally make out the required county offset voucher on forms provided.
12. Keep the bulletin rack supplied with up-to-date bulletins, and keep inventory of bulletins received so as to determine distribution by projects. When supply of bulletins or official report blanks, etc., is low, prepare a letter for signature of agent, ordering necessary replacements. It may be desirable to brief bulletins and circulars for county agents to save their time, or to compile county economic data.
13. Keep mailing lists up to date in keeping with desires of agents.

14. Keep agents posted as to need of news articles and circular letters, meetings, etc., according to calendar of work and year tickler system.
15. Be in the office promptly and at all times during office hours. Be busy with office duties and do not encourage visitors to call from other offices.
16. A little study on your part will reveal other services you can render which will strengthen the efficiency of the Extension Service, thus meeting your part of an obligation and adequately filling a position of trust.

Putting Files to Work

The object of filing is to bring together in one place all correspondence from, to, or about a person, firm, or subject, usually in or back of folders, behind identifying guides. If a file is to function adequately, the user must have complete confidence in it. This is relatively easy if every incoming piece of mail is examined with a view to its value for future reference. When sorting mail be careful not to open personal mail. Letters requiring answers, notes regarding letters to be written, or duties to be performed, should be placed in the "immediate" file box or basket. If letter refers to 3-A contract or application, reference is made to index to see if a number has been assigned correspondence, since such letters are to be filed in folder with contract in Agricultural Adjustment or 3-A file. If not, a number is assigned and entered in upper right-hand corner. When the letter is answered and signed, it should be placed in the "immediate" box for mailing. The carbon copy of the letters should be clipped to the original letter and both placed in the "file" box for filing. When material is found of informational value it should be placed in the "hold" or "file" box or basket located on the desk, depending on whether one wishes to review its contents prior to filing (fig. 1). This material may accumulate in the file box to be filed when convenient season arrives. New material may be filed in back or front of folder or file division, but whatever practice is adopted should be followed uniformly. Overloaded drawers or folders cause decided loss of efficiency in a file.

If any paper is removed from the file, even temporarily, a notation should be made on a slip of paper placed in an out guide in file, indicating the paper that has been removed, the person to whom the same has been delivered, and who will be responsible for its safe return (fig. 2). This out guide is kept in the front of the file except when in use.

Filing Correspondence

One of the best places in the office to lose things so completely that you will never see them again is in the correspondence file. Nearly all letters should be housed in the general correspondence file or general

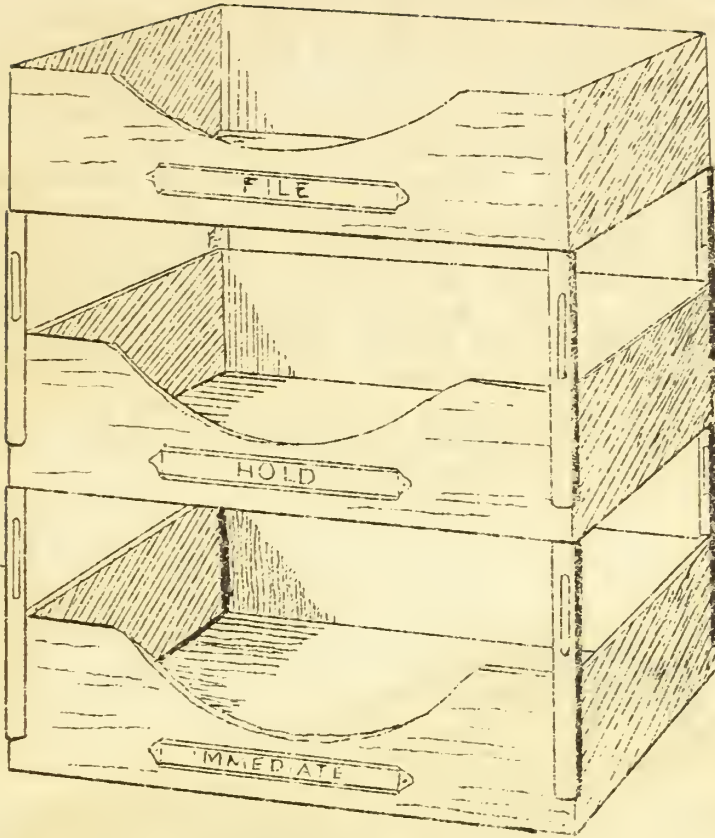


Figure 1.--File box for desk.

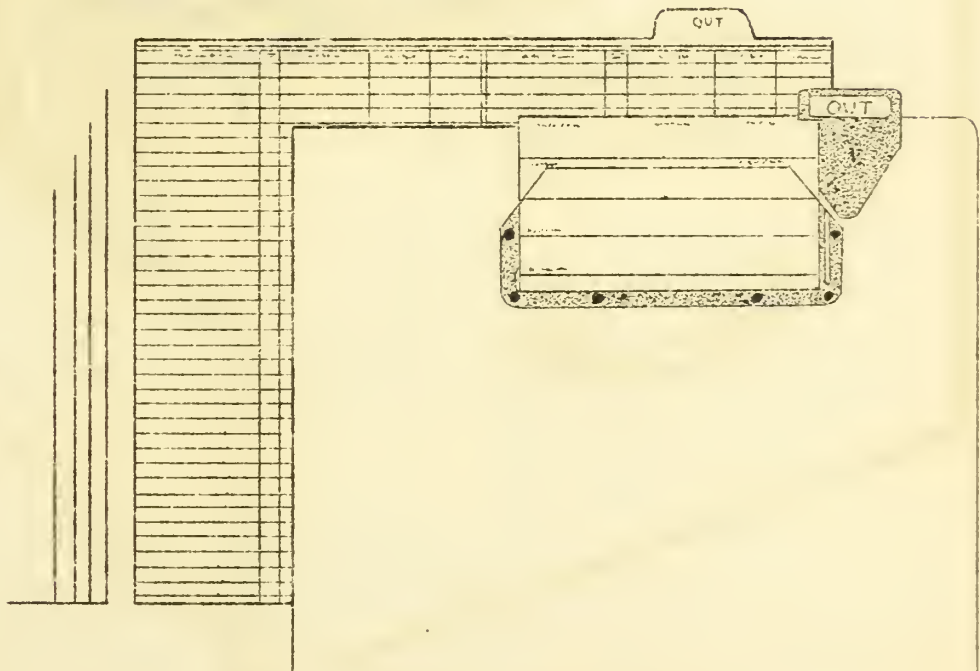
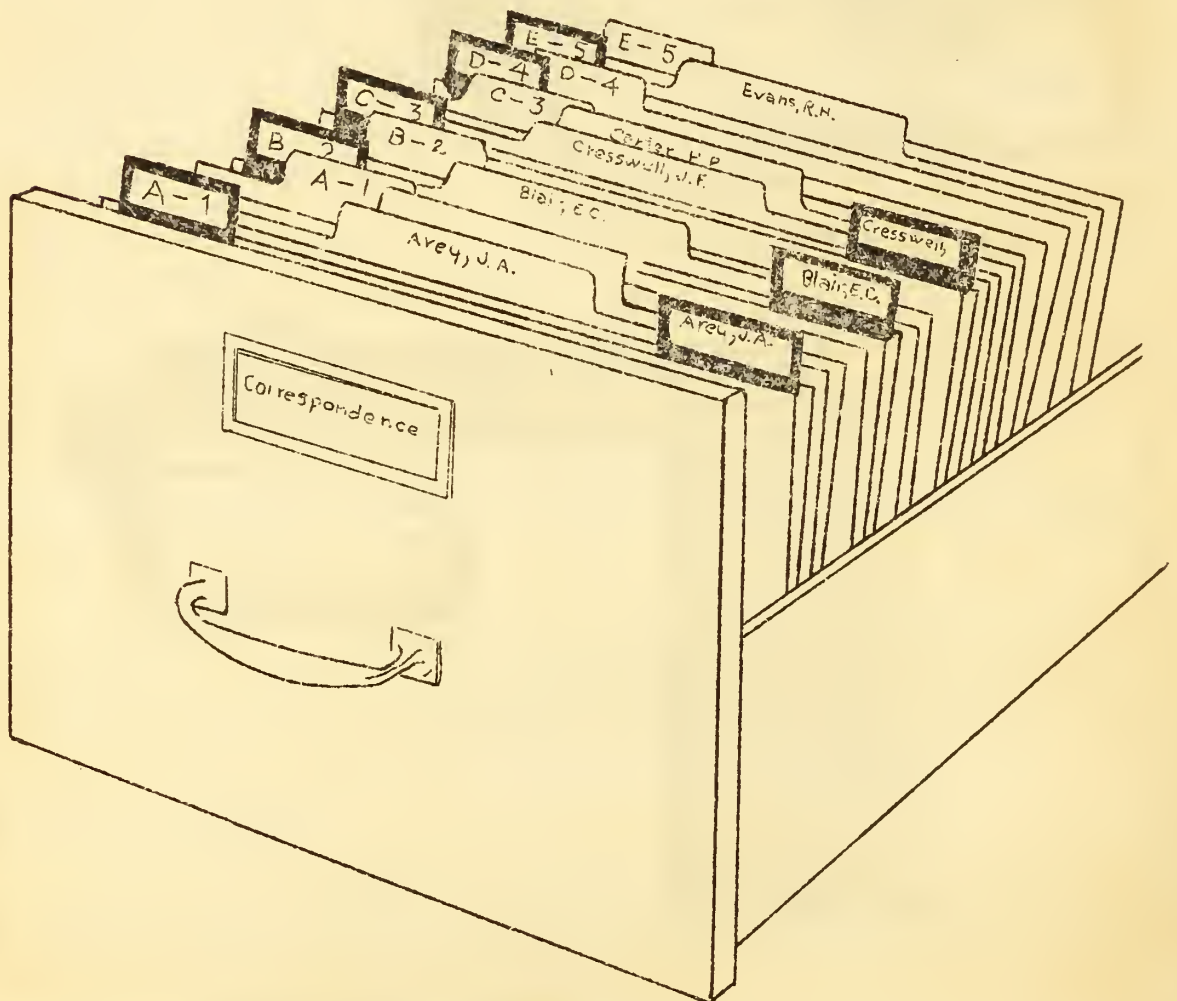


Figure 2.--"Out" guide.

3-A correspondence file. The alphabetical method of correspondence filing is direct, requiring no card index to file or to find correspondence. The first alphabetic files were arranged with tabs in five positions. It was confusing to have to look for file tabs in five positions across the file drawer and no space was provided for folder tabs. This difficulty is overcome by placing guide tabs in first position from A to Z on the left, all in a straight line of vision. Folders are indexed to correspond exactly with the guides and are arranged in second position and in straight line of vision. This will take care of the bulk of the correspondence. In order that highly active names, such as of the Director or the District Agent or Specialists may be found quickly, special guides are provided in fifth positions at the extreme right of the drawer (fig. 3). Individual folders located in center position are to be made out for each correspondent as soon as five pieces have accumulated in the miscellaneous folder. Individual folders should precede miscellaneous folders in the file. Likewise special folders should precede individual folders.



All correspondence must be read carefully in order to determine first whether it should be filed in the general correspondence file, the 3-A general correspondence file, the 3-A file with application or contract, or the information file. The secretary must also determine whether material must be filed under the name on the letterhead, the name of party addressed, or party signing letter. It is advisable to file all correspondence under the firm name. Or if the firm handles a product of importance it may be best to file under the name of the product and cross-index the name of the firm. It may be advisable to have a heading, Administrative, covering administrative matters since letters to the director covering such matters may be answered by other administrative officials.

All correspondence relating to extension work or general farm or home activities will be filed in the general correspondence file, except that requiring cross-indexing. In such cases a cross-index sheet is inserted in the information file, if desirable, carrying the necessary information. It is often difficult to remember the name of the correspondent, while the subject is obvious. For example, the correspondent has for sale a certain product, such as pure seed corn, etc. (fig. 4). Such letters of future informational value should be filed under the subject in the information file, except those pertaining to 3-A contracts, as explained above.

<p>CROSS REFERENCE SHEET</p> <p>Seed Corn John Smith</p> <p>SEE</p> <p>Field Crops Corn</p>

Figure 4.--Cross-index sheet.

All 3-A general correspondence is filed in the general 3-A correspondence file except that relating specifically to application or contract. This correspondence is numbered, as described above, and filed in the agricultural adjustment (AAA) file as described under Producers Contracts and Applications, page 32.

When placing matter in folder in file the folder should be lifted from the file to be sure proper folder is selected and to allow material to fall to the bottom of the folder. All sheet material should be filed with headings to the left so that folder content can be read

as in a book. All matter within a folder is generally arranged according to date, with the last date on top, which brings it to the front of the folder. This is just the reverse of placing folders behind guides. This arrangement of materials in folder is for the obvious reason that materials recently filed will most likely be needed for reference. As the miscellaneous folder is largely to house inactive correspondence all surnames or titles must be

arranged in strict alphabetic sequence. They should be arranged in order of date with latest to the front. They should be fastened together in upper right-hand corner, with a sparing use of paste. All mutilated material should be repaired with mending tape.

Filing Bulletins and Other Reference Material

All sheet material should be filed in the folders. However, bulletins held for information should be filed in information file by standing them on end in two rows back of the folders. Never place bulletins in folders. If this is done folder tabs will be pulled down out of view by weight of bulletins. Papers or other sheet reference material should be filed in folders but should not extend higher than the folder tabs. Informational material covering a single subject can often be placed in an envelope to advantage.

Cross-indexing is seldom needed in the informational file. In cases where the need arises, such as data on the cattle tick, it will naturally fall under the dairy animal in a dairy county, or beef in a beef county. In rare cases where both have equal standing, place a bulletin under each head to facilitate efficiency of the file. Notations of articles found in yearbook, etc., may be recorded on a slip of paper and filed under subject in information file.

All newspaper clippings of permanent value should be mounted on Manila paper of size corresponding to that of the folder. Each clipping should be marked to show the publication from which it was clipped, as well as the date published and the name of the author. Care should be taken to see that each sheet contains clippings relating to a definite subject in order to bring related material together. Clippings which are to be used for suggestions in writing similar articles should be filed under publicity. Those kept for subject matter should be placed in the information file under allied subjects. Those which are to be used to illustrate the narrative report should be filed under the subject in the narrative-report file.

The county extension agent will find it a great convenience to keep photographic records under each enterprise in the information file.

Catalogs should be filed under the main subject division or subhead of that division. For example: A catalog should be filed under "Horticulture" if it covers vegetables and flowers, or "Landscape Gardening" under "Horticulture" if it covers only shrubs and flowers. Never file useless materials; use the wastebasket.

Follow-Up or Tickler System

A follow-up system is necessary in a well-organized county agent's office. Matters requiring action at some future date, such as appointments with specialists, delivery of car of fertilizer, and perhaps all important events or items connected with a year's plan of work, should be recorded

and filed under the month involved.

A tickler note often refers to items to which an efficient secretary can attend, such as an office call. For example: A man calls and asks for the county agent. If he is out the caller is told where he is, and when he will likely return. He then asks for a treatment for sore-head of chickens. If the home demonstration agent is out, and a bulletin for distribution is not found on the bulletin rack, the information file is referred to. A bulletin on diseases of poultry is found under diseases. According to instructions two medicines are required. These two are recorded on a small slip of paper following the name and address of the applicant. A short statement follows describing use of medicines and sanitary precautions. One of these slips of paper is given to the applicant, one is placed on the desk of the agent, and one is placed in the tickler file to appear a week later. The morning this appears a short letter is prepared by the secretary for the signature of the agent, asking if further help is needed. The secretary may prepare a letter or a circular letter for the signature of the agent the afternoon preceding the date of required action so the agent may sign prior to leaving the office for a day's field work. It may also be a reminder of a telephone call answered when the agent was out. The card may call from the file correspondence requiring attention on the given date. All cards for a given day to which the secretary cannot attend should be placed on the agent's desk for prompt attention prior to leaving the office for field work.

The Tickler Card File

The cards are filed behind month and day guides in desk box or tray (fig. 5). Those coming up on a given day may be attached to correspondence and other papers called from the files, thus offering the agent the complete story of the client in whom he is concerned.

Vertical Filing Supplies

Equipment

Sufficient vertical file cases (preferably of steel) should be provided to house informational material, current letters, and AAA files. Sufficient vertical transfer cases (preferably steel) should be furnished to store information of historical value (fig. 6). The secretary should also have a card index file (fig. 7) and a follow-up or tickler file on or near her desk.

Guides

A filing guide is a heavy card approximately the same size as the folders, or cards with which it is used, having a projection, or tab, extending above the folders or cards, on which is printed the label or the distinguishing number. Guides are usually made of Manila or pressboard and may have plain metal or celluloid tabs. They may also be obtained with tabs of various widths and positions. Guides are usually cut one-half,

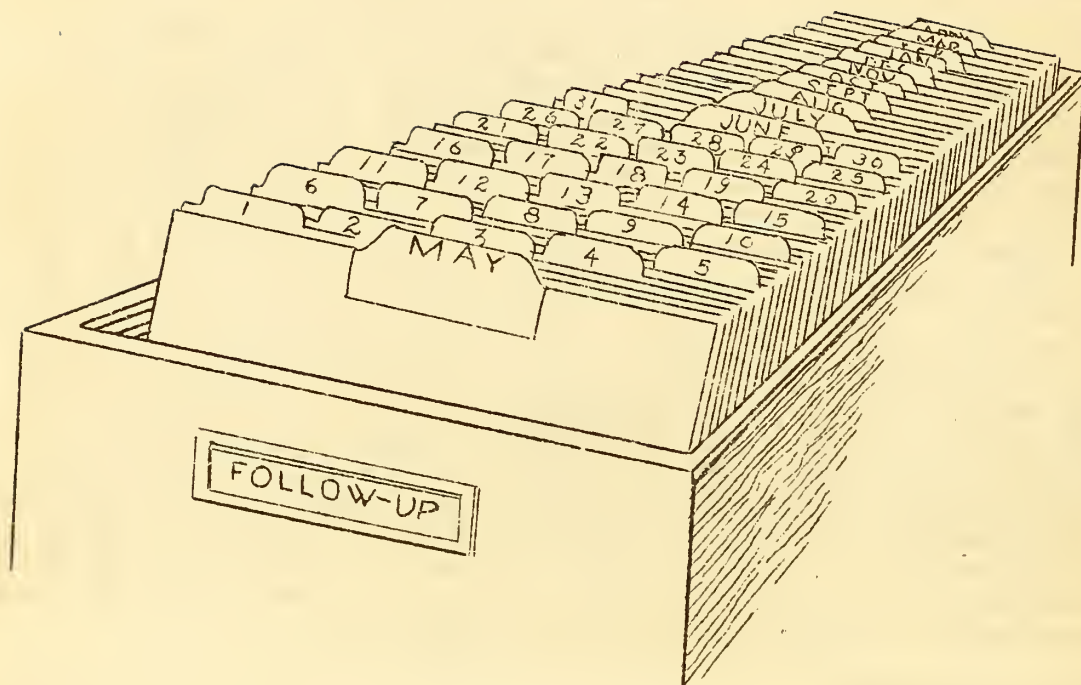


Figure 5.--Tickler card file.

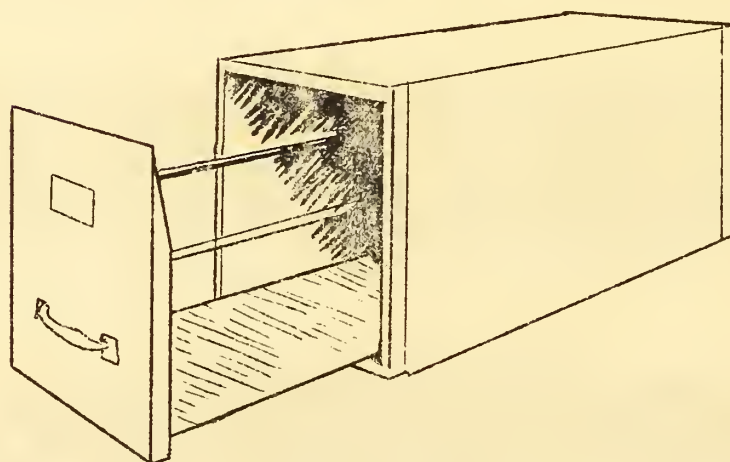


Figure 6.--Steef transfer file.

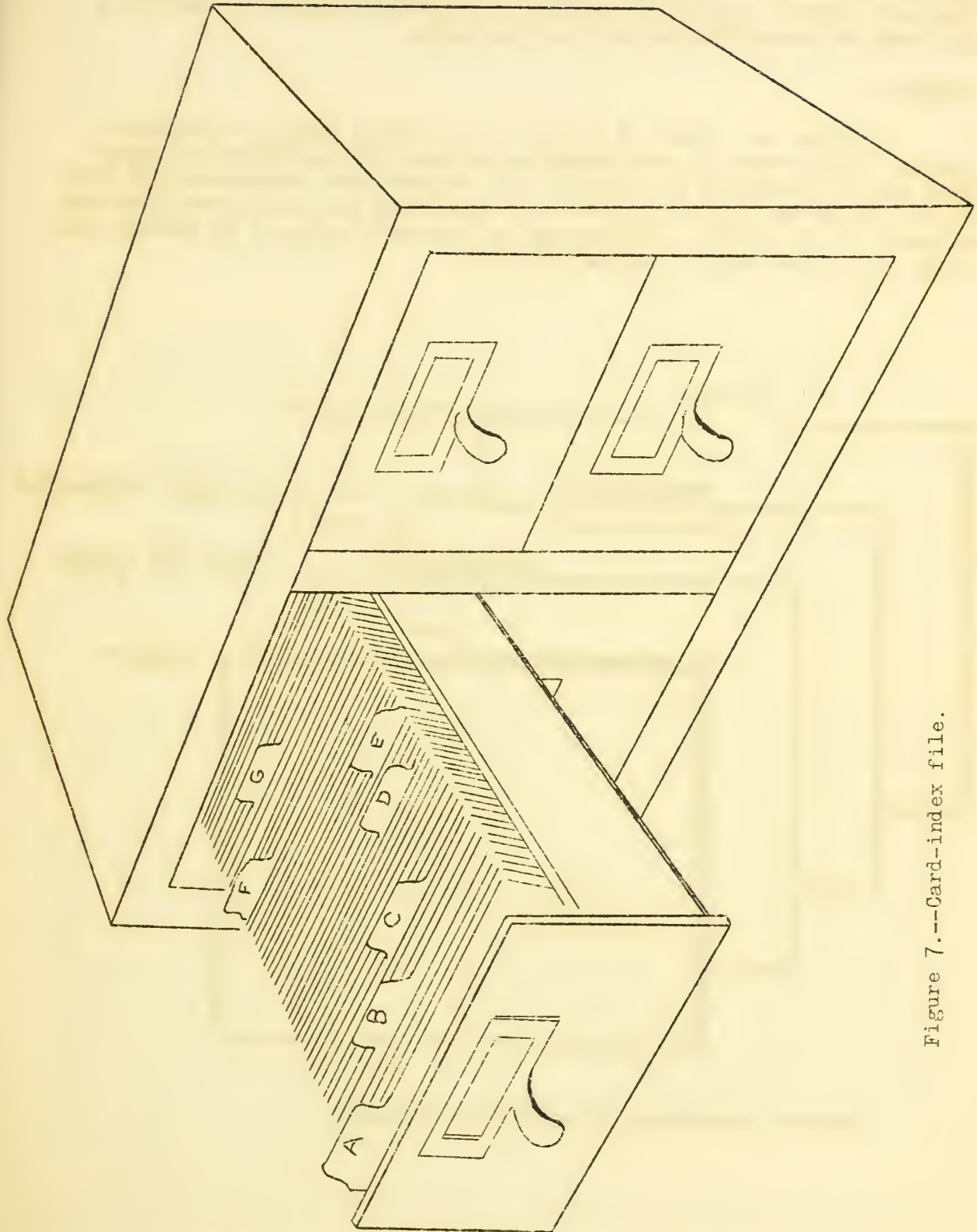


Figure 7.--Card-index file.

one-third, or one-fifth; and they may be had in first, second, third (center), fourth, and fifth positions. A one-fifth guide is one with a tab which is one-fifth the width of the guide.

Folders

A folder is a sheet of heavy paper, usually Manila, of various grades, folded once, in such manner as to hold correspondence or papers from one correspondent or subject. Tab folders have projections, or tabs, at the top of the back flap, on which is written the name identifying the contents of the folder. Folders may be made with tabs cut in various positions, as in the case of guides (fig. 8).

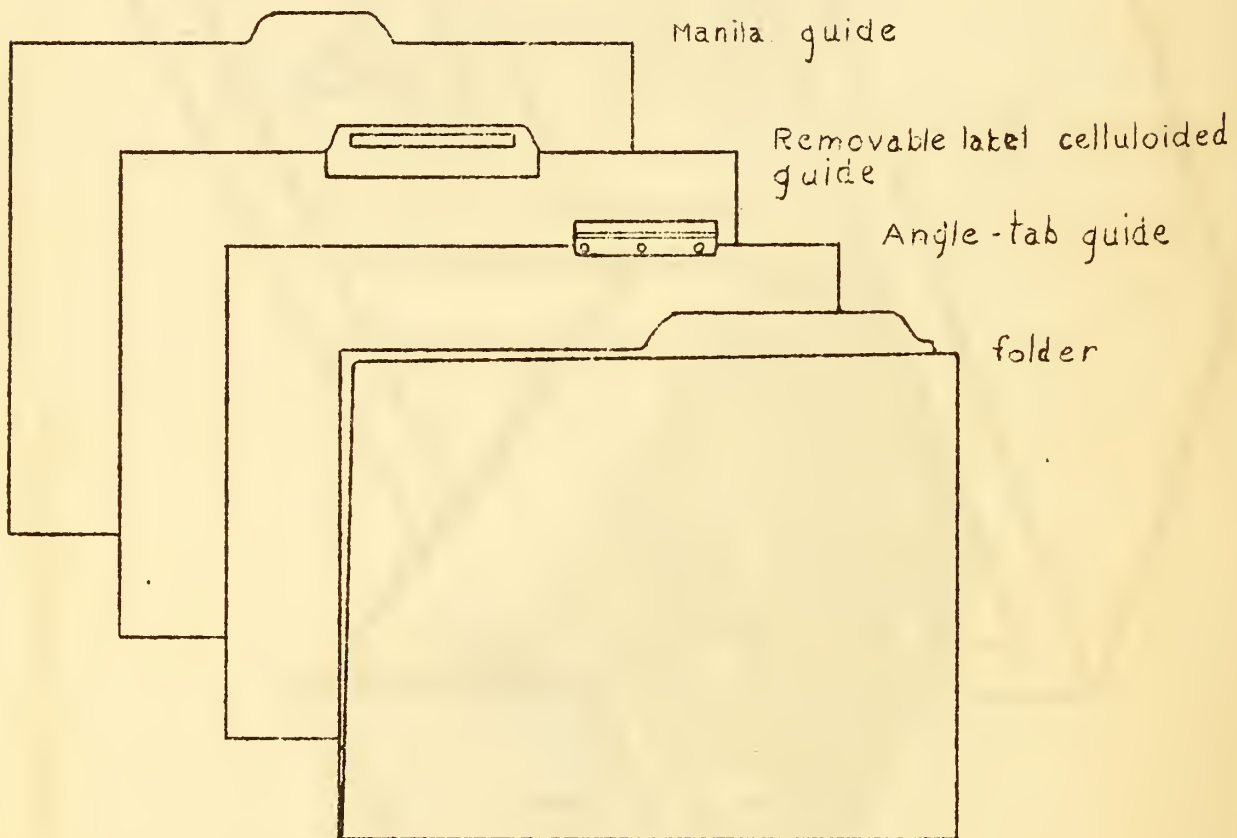


Figure 8.--Vertical file guides and folder.

The successful operation of the file is largely dependent upon proper mechanical set-up. Approximately the following supplies will be needed for the information and report file. The report file will be discussed later. This material can be purchased from any firm which carries office supplies. A box of 100 fifth-cut file guides, arranged in five positions, may be used. The following will be required for information file.

22 main-heading tab guide cards,	9 by 11 inches
103 subheading guide cards with tabs in first and second position,	9 by 11 inches
452 heavy-weight folders with tabs on right side,	9 by 11 inches

Labels

Drawer Labels.--File drawers should be clearly labeled. It is usually desirable to identify definitely by using caption on first and last guides contained within each drawer.

Guide Labels.--Perforated strips for convenience in writing titles on typewriter are furnished for metal or celluloid tip guides.

Folder Labels.--Perforated, gummed labels are also available in which subjects can be typewritten for pasting on the folder tabs. These can be purchased with various colored bands for convenience in identifying various sections of file for quick filing and to avoid misfiling.

Methods of Constructing Information File

Old alphabetical guides, arranged in five positions, may be used for subheading guides, if the index space is covered with adhesive tape or gummed labels. Likewise, old folders may be used in the same manner.

The guidetab is the projecting part of the file card on which the heading appears. The file cards are cut in five positions from left to right. They may be used for main headings and subheadings. For example: Under the main heading, "Agricultural Education" shown at position 3 in the diagram (fig. 9), comes the subheading "County Agent Work", "Club Work", etc., shown at positions 1 and 2 on left. Only positions 1 and 2 should be used for subheadings. Guides which may fall in fourth and fifth positions should be reversed in order to be used in the first and second positions as subheadings. Thus the space at the right is left vacant for headings on folder tabs, which are subdivisions of the subheadings at the left. For example: Under the subheading, "County Agent Work", comes the folder heading "County Agent Work" shown in the space at the right. Likewise, under the subheading, "Club Work", would come the folder heading, "Club Work", awards, ribbons, etc.

The following suggestions are primarily for those who have not had experience in setting up a file. Guide folders are approximately 9 by 11 inches.

Careful consideration has been given to the possible growth of the file. When a division becomes too large to handle with convenience, it may be divided by simply adding extra folders. Experience in setting up information file should make further file instruction unnecessary.

Methods of Aiding Rapid Filing and Preventing Misfiling

The folders for each subdivision of the file are readily distinguished by banding in color to match the guides. Perforated gummed labels are typed showing the titles just beneath the colored bands. Great care should be taken to start titles the same number of spaces from the left edge of the labels to insure proper alinement. Speed and accuracy of filing may also be insured by a numeric check. Subhead guide tabs are numbered consecutively in the upper right-hand corner from 1 up. Folders bear the same number as the guides. They are filed back of the guide. They are numbered in the left-hand corner, thus bringing guide and folder number closer together for each checking. The folder color or number serves to aid rapid filing and as a check to prevent misfiling. Either method will aid in keeping folders of correspondence files in order after being transferred. The alphabetic system serves adequately to meet the requirements of the general correspondence file and the information or bulletin file.

Alphabetic Subject System Versus Decimal System

Unless a well-defined system of arrangement is adopted, the store of information may become a junk pile of no use except to try the temper of the searcher for information. The advantages of a uniform system are obvious since it will make it easy for an agent to find material when transferred to another county or for a district supervisor to assist in getting an agent established. The numeric, and especially the decimal, system of filing, has been discontinued to a great extent in subject filing.

The alphabetic subject file is better adapted to use in county extension offices because it is much simpler to install and operate. In either case, the vertical file units must be installed in which the file is arranged. The alphabetic subject arrangement has the following advantages: (1) It does not require the use of a subject key or card index to tell what number has been assigned to a certain subject in order to file or locate the material. (2) It does away with the necessity of looking in two places before finding or filing the material. (3) It avoids waste of time by having a number assigned to the material before filing. The exact subject word is the key to unlock the alphabetic subject system.

"The mind of man selects any given image in memory by eliminating all other images from the center of thought." When one looks for a word in the dictionary he first eliminates 25 large groups of words by turning to those words beginning with the letter with which the word begins; the most natural method of finding a subject is the alphabetical one. In a similar way when one thinks of the material he wants in his file, he thinks of the great main division in which it would occur and of the letter with which it

begins, thus eliminating all others. Then he turns to the part of the file in which the letter occurs, as is done with the dictionary. If, for example, this main division is Animal Husbandry, it will be found near the beginning of the file. If the material should relate to beef cattle, one would find the material near the beginning of the Animal Husbandry division. If the material relates to barns, you will find the material near the beginning of the subheading "Beef." Based on this theory of elimination, guides with tabs properly worded, serve as signals to the eye and hand. The tabs automatically eliminate all other groups step by step.

The following outline of an information file is suggested because of its simplicity. This classification has been arrived at after a careful study of many county extension agent files.

Outline for Setting up the County Extension Agent's Information File

(Subheadings)	(Main Headings)	(Folder Headings)
<u>Agricultural Adjustment</u>		
1 Agricultural Adjustment		1 Agricultural Adjustment
2 AAA Program		2 AAA Program
3 Applications		3 Applications 3 Certification 3 Forms (Applications) 3 Procedure (Applications)
4 Checks		4 Checks 4 Forms (checks) 4 Procedure (checks) 4 Record of checks received
5 County Association		5 County association 5 Meetings 5 Officers elected
6 Committees		6 Committees 6 Elections 6 List of 6 Resolutions
7 Crops		7 Crops 7 Administrative rulings 7 Pastures - farm 7 Pastures - range 7 Rates of pay for diversion 7 Use & Classification

(Subheadings)	(Main Headings)	(Folder Headings)
---------------	-----------------	-------------------

Agricultural Adjustment (continued)

8 Department Regulations		8 Department Regulations
9 Personnel		9 Personnel
		9 List of employees
		9 Monthly pay rolls
10 Practices		10 Practices
		10 Contouring
		10 Fencing
		10 Liming
		10 Listing
		10 Strip planting
		10 Terracing
		10 Water supply improvement
11 Performance		11 Performance
		11 Certification
		11 Forms (performance)
		11 Maps (performance)
		11 Procedure (performance)
12 State Office		12 State office
		12 Bulletins from
		12 General instructions
13 Work Sheets		13 Work sheets
		13 Forms (work sheet)
		13 Preparation
		13 Procedure (work sheets)

Agricultural Credit

14 Agricultural Credit		14 Agricultural Credit
		14 Farm loans
		14 Federal housing

Agricultural Economics

15 Agricultural Economics		15 Agricultural Economics
		15 Census data
16 Farm Management		16 Farm Management
		16 Accounts and budgets
		16 Farm and home management records
		16 Forms
		16 Outlook information
		16 Resettlement Records

(Subheadings)	(Main Headings)	(Folder Headings)
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Agricultural Economics (continued)

16 Farm Management (Contd.)	16 Taxation
	16 T. V. A. Records

Agricultural Education

17 Agricultural Education	17 Agricultural Education
18 County Agricultural Agent Work	18 County Agr. Agent Work
	18 Bills paid
	18 Bills unpaid
	18 Budget contracts
19 Club Work	19 Club work
	19 Awards, ribbons, etc.
	19 Camps and short courses
	19 Camp & short courses photographs
	19 Character building
	19 Club manuals
	19 Contests
	19 Games and songs
	19 Judging demonstrations
	19 Local leaders listed
	19 Membership lists by projects
	19 National Youth Administration
	19 Photographs
	19 Recreation
	19 Team demonstrations
20 Fairs and Exhibits	20 Fairs and exhibits
	20 Photographs
21 Home Demonstration Work	21 Home demonstration work
	21 Achievement days
	21 Bills paid
	21 Bills unpaid
	21 Camps and short courses
	21 Camp photographs
	21 County Council
	21 Home Demonstration clubs
	21 Photographs
22 Illustrative Materials	22 Illustrative materials
	22 Charts
	22 Film strips
	22 Maps
	22 Motion pictures (lists)

(Subheadings)

(Main Headings)

(Folder Headings)

Agricultural Education (continued)

22 Illustrative Materials (Contd.)

22 Photographs (lists, etc.)

22 Slides (lists, etc.)

23 Legislation

23 Legislation

24 Meetings

24 Meetings

24 County meetings

24 District meetings

24 State meetings

25 Vocational Education

25 Vocational Education

Agricultural Engineering

26 Agricultural Engineering

26 Agricultural Engineering

27 Drainage

27 Drainage

28 Farm Buildings

28 Farm Buildings, Barns

28 Photographs

29 Irrigation

29 Irrigation

30 House Plans

30 House plans

30 Photographs

31 House Building & Construction

31 House Building & Construction

31 Building material

31 Built-in features

31 Heating

31 Lighting

31 Names of families owning plants

31 Names of subscribers to power
lines

31 Photographs

31 Remodeling and renovation

31 Water supplies & equipment

32 Machinery

32 Machinery

32 Farm

32 Home

33 Report Forms

33 Report forms

34 Roads

34 Roads

35 Sewage Disposal

35 Sewage Disposal

(Subheadings)

(Main Headings)

(Folder Headings)

Agricultural Engineering (continued)

36 Silo Construction

36 Silo construction

36 Photographs

37 Terracing

37 Terracing

37 Photographs

38 Technology

38 Technology (cross-index home
economics waterproofing
cloth, care of leather, etc.)

39 Water Systems

39 Water systems

39 Photographs

Animal Husbandry

40 Animal Husbandry

40 Animal Husbandry

41 Beef Cattle

41 Beef cattle

41 Barns (beef cattle)

41 Breeding

41 Bull pens

41 Circular letters

41 Diseases (beef cattle)

41 Feeding (beef cattle)

41 Management (beef cattle)

41 Photographs

41 Records (local)

41 Report forms

42 Dairy Cattle

42 Dairy Cattle

42 Barns (dairy cattle)

42 Bull pens

42 Circular letters

42 Creameries & cream routes

42 Dairying

42 Dairy Herd Improvement

42 Diseases (dairy cattle)

42 Equipment

42 Feeding (dairy cattle)

42 Management (dairy cattle)

42 Photographs

42 Proved sires

42 Records (local)

42 Report forms

43 Horses and Mules

43 Horses and mules

43 Circular letters

401-37

(Subheadings)	(Main Headings)	(Folder Headings)
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Animal Husbandry (continued)

43 Horses and Mules (Contd.)

43 Colt clubs
43 Diseases
43 Photographs

44 Poultry

44 Poultry
44 Circular letters
44 Culling
44 Diseases
44 Feeding
44 Housing
44 Photographs
44 Records (local)
44 Report forms

45 Swine

45 Swine
45 Circular letters
45 Diseases
45 Feeding
45 Housing
45 Photographs
45 Records (local)
45 Report forms

46 Sheep and Goats

46 Sheep and goats
46 Records (local)
46 Report forms

Apiculture

47 Apiculture

47 Apiculture
47 Photographs
47 Records (local)

Extension Methods

48 Achievement Days

48 Achievement days
48 Advisory board or council

49 Campaigns

49 Campaigns
49 Circular letters

50 Conferences

50 Conferences
50 Committee
50 Community
50 County
50 Demonstration meetings
50 Photographs
50 State conferences

(Subheadings)

(Main Headings)

(Folder Headings)

Extension Methods

51 Field Meetings

51 Field meetings

51 Photographs

52 Office Management

52 Office management

53 Organization

53 Organization

53 List of county officials

53 List of Extension workers

53 Mailing list

54 Surveys

54 Surveys

55 Tours

55 Tours

55 Photographs

Field Crops

56 Field Crops

56 Field crops

57 Corn

57 Corn

57 Circular letters

57 Diseases

57 Insects

57 Photographs

57 Records (local)

57 Report forms

58 Cotton

58 Cotton

58 Circular letters

58 Diseases

58 Insects

58 Photographs

58 Records (local)

58 Report forms

59 Cover Crops

59 Cover crops

59 Records (local)

60 Forage Crops

60 Forage crops

60 Circular letters

60 Cultivation

60 Diseases

60 Insects

60 Photographs

60 Records (local)

60 Report forms

(Subheadings)	(Main Headings)	(Folder Headings)
	<u>Field Crops</u> (continued)	
61 Pastures		61 Pastures 61 Circular letters 61 Photographs 61 Records (local) 61 Report forms
62 Peanuts		62 Peanuts
63 Potatoes (Irish)		63 Potatoes (Irish) 63 Circular letters 63 Cultivation 63 Diseases 63 Insects 63 Photographs 63 Records (local) 63 Report forms
64 Root Crops		64 Root crops 64 Circular letters 64 Cultivation 64 Diseases 64 Insects 64 Photographs 64 Records (local) 64 Report forms
65 Small Grains		65 Small grains 65 Circular letters 65 Diseases 65 Insects 65 Photographs 65 Records (local) 65 Report forms
66 Sweetpotatoes		66 Sweetpotatoes 66 Circular letters 66 Cultivation 66 Diseases 66 Insects 66 Photographs 66 Records (local) 66 Report forms
67 Tobacco		67 Tobacco 67 Circular letters 67 Cultivation 67 Diseases

(Subheadings)	(Main Headings)	(Folder Headings)
	<u>Field Crops</u> (continued)	
67 Tobacco (Contd.)		67 Insects 67 Photographs 67 Records (local)
	<u>Forestry</u>	
68 Forestry		68 Forestry 68 CCC Camps 68 Photographs 68 Records (local)
	<u>Home Economics</u>	
69 Home Economics		69 Home economics 69 Association meetings
70 Clothing		70 Clothing 70 Cleaning 70 Costume designing 70 Dress forms 70 Equipment or sewing kit 70 Finishings 70 Moth control 70 Patterns 70 Photographs 70 Records (local) 70 Report forms
71 Foods, children, infant, and special		71 Foods, children, infant, and special 71 Diet and health 71 Equipment 71 Infant and child feeding 71 Nutrition 71 Photographs 71 Quantity cooking 71 Records (local) 71 School lunches 71 Special cookery 71 Special diets 71 Weight regulations
72 Foods, Conserving		72 Beverages 72 Equipment 72 Fruit 72 Jelly and preserves 72 Meats

(Subheadings)	(Main Headings)	(Folder Headings)
	<u>Home Economics</u> (continued)	
72 Foods, Conserving (Contd.)		72 Photographs 72 Pickling 72 Records (local) 72 Refrigeration 72 Report forms 72 Vegetables
73 Foods, Preparation		73 Beverages 73 Bread 73 Cakes 73 Camp cookery 73 Confection 73 Dessert 73 Equipment 73 Fruit 73 Meal planning and service 73 Meats 73 Photographs 73 Records (local) 73 Report forms 73 Salads and dressing 73 Score cards 73 Vegetables
74 Handicraft		74 Handicraft 74 Basketry 74 Leather work 74 Photographs 74 Records (local) 74 Rug making 74 Woodwork
75 Health and Sanitation		75 Health and sanitation 75 First aid 75 Home nursing 75 Household pests 75 Photographs
76 Home Improvement, Interior		76 Home improvement, interior 76 Arts and crafts 76 Curtains and draperies 76 Dining rooms 76 Equipment 76 Floors and floor covering 76 Furniture and refinishing 76 Interior decorations 76 Kitchens

(Subheadings)	(Main Headings)	(Folder Headings)
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Home Economics (continued)

76 Home Improvement, Interior (Contd.)	76 Living rooms
	76 Photographs
	76 Porches
	76 Records (local)
	76 Special rooms
77 Home Management	77 Home management
	77 Accounts and budgets
	77 Labor-saving equipment
	77 Laundering
	77 Photographs
	77 Records (local)
	77 Report forms
	77 Time budgets

Horticulture

78 Horticulture	78 Horticulture
	78 Circular letters
79 Fruit Culture	79 Fruit culture
80 Fruits (Small)	80 Fruits (small)
	80 Diseases
	80 Insects
	80 Photographs
	80 Record forms
	80 Records (local)
81 Fruits (Trees)	81 Fruits (trees)
	81 Diseases
	81 Insects
	81 Photographs
	81 Record forms
	81 Records (local)
82 Landscape Gardening	82 Landscape gardening
	82 Photographs
	82 Record forms
83 Spraying and Pruning	83 Spraying and pruning
	83 Photographs
	83 Record forms
	83 Records (local)
84 Vegetable Gardening	84 Vegetable gardening
	84 Diseases

(Subheadings)

(Main Headings)

(Folder Headings)

Horticulture (continued)

84 Vegetable Gardening (Contd.)

84 Hotbeds and coldframes
84 Insects
84 Photographs
84 Record forms
84 Records (local)

Marketing

85 Marketing

85 Marketing
85 Arts and crafts
85 Canned goods
85 Circular letters
85 Containers

86 Crops

86 Crops
86 Fruits and vegetables
86 Photographs

87 Livestock

87 Livestock
87 Photographs
87 Poultry

88 Purchasing

88 Purchasing

Publicity

89 Publicity

89 Publicity
89 Animals
89 Circular letters
89 County press
89 Crops
89 Organization
89 State press

Reports

90 Reports

90 Reports
90 Administrative
90 Forms (report)
90 Monthly
90 Yearly

Resettlement Administration

91 Resettlement

91 Resettlement
91 R. E. A.

(Subheadings)

(Main Headings)

(Folder Headings)

Rodents and Predatory Animals

92 Rodents and Predatory Animals

92 Rodents and predatory animals

Rural Electrification

93 Rural Electrification

93 Rural electrification

93 Costs of installation

93 Equipment, farm

93 Equipment, home

93 Lists of electrified farms

Rural Life

94 Rural Life

94 Rural life

95 Church

95 Church

96 Community Centers

96 Community centers

97 Home Culture

97 Home culture

97 Book lists

97 Music

97 Nature study

97 Pictures

97 Recreation

Soil Conservation

98 Soil Conservation

98 Soil conservation

98 CCC Camps

98 Circular letters

99 Cover Crops

99 Cover crops

100 Fertilizers

100 Fertilizers

101 Soil Erosion

101 Soil erosion

101 Photographs

101 Records (local)

101 Report forms

101 Soil Conservation Administration

101 TVA data

Talk Material

102 Talk Material

102 Talk material

(Subheadings)

(Main Headings)

(Folder Headings)

Weeds

103 Weeds

103 Weeds

Correspondence Files

General Correspondence File

Modern correspondence files are often arranged in alphabetical order with guides in first position on the left, all in a straight line of vision (fig. 3). Miscellaneous folders are indexed to correspond exactly with the guides, and are arranged in second position and in straight line of vision. Folders may be provided with gummed labels with colored bands, with titles or names showing just below the colored bands, to check against misfiling and speed up refiling of folders. Four letters of the alphabet can be assigned to each color for each group of guides and folders. For example: a, b, c, and d may take red color; e, f, g, and h pink; i, j, k, and l orange; m, n, o, and p yellow; q, r, s, and t green, and u, v, w, x, y, and z blue. A numeric safeguard check can be added by numbering each guide consecutively from 1 up. The number should be placed in the upper right-hand corner of the guide. The folders bear the same number as the guides behind which they are filed, but the folder number is placed in the upper right-hand corner of the tab so as to be closely associated with the guide number to the left for checking. Numbering folders also aids in keeping folders in proper sequence for reference after being transferred. Folders are provided in center position as soon as five pieces have accumulated. If a large number of correspondents appear under a single alphabetic classification, different colored gummed labels can be assigned each correspondent, identifying with different colors. Special guides are provided in fifth positions, at the extreme right of the drawer for extremely active names.

Agricultural Adjustment Administration Correspondence File

The general correspondence files under the Agricultural Adjustment Administration should be set up in the manner as the general correspondence files relating to other county agent work. This system should be set up on an alphabetical basis, using separate folders for correspondence with individuals where the accumulation of letters would justify such use. Letters to or from farmers relating to their applications or contracts should be filed in the folder provided for the individual farm, as outlined in the procedure for filing contracts and applications. Carbon copies of all letters written should also be filed for reference.

All correspondence relating to the Agricultural Adjustment Program between the county agent's office and the State office should be filed under the general-correspondence file except as the same may be a definite determination as to procedure, in which case the correspondence, or a transcript of the decision, should be included in the folder covering instructions

relating to the subject involved; or, where the correspondence relates to a single farm, it should be filed in this folder for that farm. These instructions and regulations should be classified under subdivisions that will enable the agent to readily refer to procedure to be followed in general or in any individual instance.

AGRICULTURAL ADJUSTMENT (AAA) FILE

General Instructions

The cataloging and classifying of documents connected with the Agricultural Adjustment Program is important and copies should be carefully retained of all official papers and correspondence sent to either the State office or the Washington office. Official papers of an informational nature are filed in information file under "Agricultural Adjustment."

General correspondence should be filed in correspondence file (fig. 3). However, correspondence regarding applications or contracts of a specific form should be filed in folder with these papers in "Agricultural Adjustment AAA" file with contracts and applications.

It should be remembered that the files contain confidential information and are not open to inspection by any person other than the county extension agent, his office assistant, authorized agents of the Department of Agriculture, or members of the County Association, as provided in the regulations.

IMPORTANT

The misplacement of papers in the file will invariably lead to serious difficulty, confusion, and delay, and the responsibility for filing papers should rest with one individual in the office. Papers removed from the file should be placed in a tray or box and returned to the file by the person specifically charged with this responsibility. If this procedure is not followed, and persons unfamiliar with the files are permitted to remove and replace papers, almost certain disarrangement of the files and loss of important documents will result.

The filing of papers should be made a daily task and all papers removed from the files should be returned to their proper place as soon as possible after they have served their purpose.

Producers' Contracts and Applications

As a result of experience in handling producers' applications and contracts in county offices, a system of using numbers to identify farms, and a folder designated by number, for each farm has been found the most practical and efficient. In some States the county records of applications start with farm no. 1 and continue in numerical order through the entire list. In other States the counties are divided into communities or townships, which are designated by letters, A, B, C, D, etc., and the farms in

each community, or township, are numbered consecutively. A farm in one part of the county may thus be designated as A-27, while a farm in another community may be designated as C-27.

In setting up this vertical file for holding applications and contracts, a guide is provided to separate the folders by numbers. When records of applications continue in numeric order throughout the entire set-up, the first guide would be designated numbers 0 to 99; the second guide would carry the designation numbers 100 to 199; the third guide, numbers 200 to 299; and so on (fig. 10). In filing the applications,

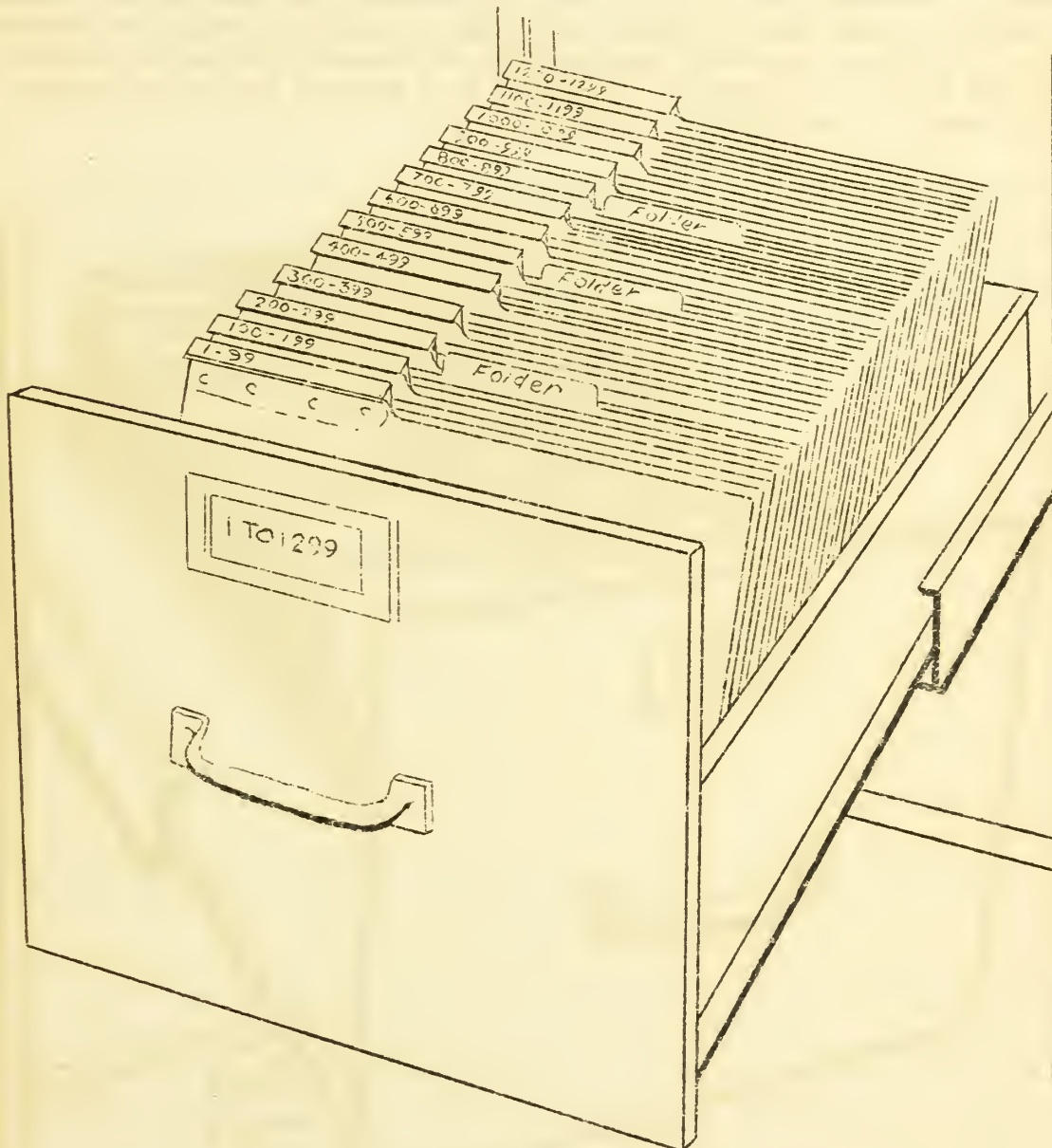


Figure 10.--Producers' contract file.

work sheets, etc., in the folder, those relating to farm no. 1, would be placed in a folder marked No. 1 and placed first in the file immediately behind the guide designated as 0 to 99. Folder No. 2 would be placed in the second position, and other folders follow in consecutive numerical order.

Where the county is divided into communities, a capital letter designating the community should precede the numbers typed on the index and placed in the celluloid guide, in which case the guides would be designated as A-0 to A-99; A-100 to A-199; A-200 to A-299; and so on. The same set-up is arranged for B. C. D, etc. If desired, the name of the community or township could also be typed on the guide index following the numbers (fig. 11). These numerical designations of farms will also be found on the card index, that must be maintained as a part of the filing system where farms are designated by numbers.

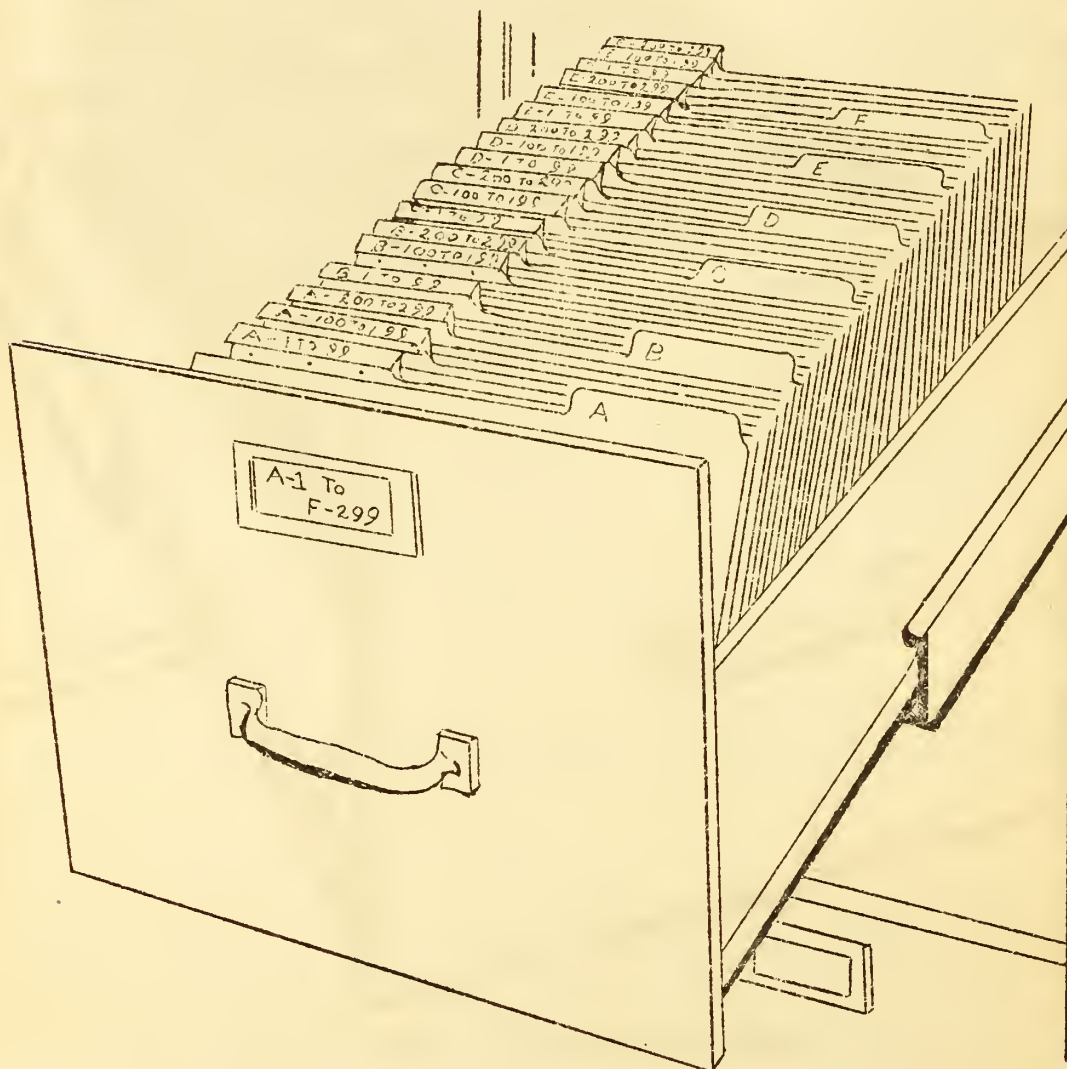


Figure 11.--Producers' contract file by communities.

The Card Index

The numerical system of numbering farms will require a card index showing the name of each individual operator and the numerical designation of the farm on which he is operating. The card index is the control of the numeric filing system. It is here the name of the farmer is found in order to locate the file number of the folder containing the desired material (fig. 7). This card index is used where records continue in numeric order throughout the file or where county is divided into communities or townships, and each township or community is designated by a letter. Steel cabinets for cards 3 by 5, with two, four, or six drawers, depending on size of county, may be used. The card furnished for this purpose is designated as Form SR-14, U. S. Department of Agriculture, Agricultural Adjustment Administration, County Index Card (fig. 12). These cards are arranged

(Operator)	(Address)	(Tenure)
(Owner, if other than operator)	(Address)	
(Application number)	(Work sheet number)	(1935 B.A. number)
Total soil-depleting base _____		Soil-building allowance, \$ _____
(Acres)		

	BASE ACREAGE	YIELD	1936 ACREAGE	
General _____				
Cotton _____				

TOTAL PAYMENT, \$ _____ Date made _____

Administrative schedule number _____

REMARKS: _____

Form SR-14-U. S. DEPT. OF AGR.-A.A.A.-County Index Card GPO 8-9893

Figure 12.--County index card.

in the file alphabetically and one card should be made out and filed for each operator who submits a work sheet or an application. This file must be kept complete and care should be taken that none of the cards are misplaced or lost, for if this should occur, the record of the farm in the filing cabinet might be overlooked. The card will not only carry the name of the operator, but the number of the folder containing the work sheet, farm map, performance certification, and other papers relating to said farm. This furnishes the cross-index required where the numerical system is used

and enables the office to easily locate desired papers if the index is kept complete. Space is provided on the card for certain information concerning the farm, which will be helpful at times and obviate the necessity of going to the numerical file for the data desired. The amount of data on these cards is optional with the county extension agent's office and the reverse side of the card may be used, if desired, to index the papers found in the numerical file.

To avoid controversy it is often quite important to record on the index card the dates of delivery of contract checks or other important documents mailed out or delivered to correspondent. If the document or check is delivered in person, the card should be dated and initialed by the recipient.

The Loose-Leaf Ring Binder

The Southern Division, Agricultural Adjustment Administration, has furnished county offices with heavy cover ring binders to be used for the purpose of holding together the various bulletins, forms, and instruction sheets sent out from the Washington office in connection with the Agricultural Conservation Program, as applying to the Southern Division.

The material to go in these ring binders is marked "Binder Copy" and is punched before being sent out from the Washington office. It is forwarded in bulk to the State office and from the State office is distributed to each county office in a special envelope. This material should not be filed in the general files, but should be placed in the ring binder under the proper classification. Duplicate copies of this material will come to the county office in the regular routine and should be filed under the subdivision marked "Instruction and Procedure" in the filing cabinet. These binder copies can be kept on the county agent's desk for handy reference and also will be available for use by the County Committee.

NARRATIVE REPORT AND PROJECT FILE

No extension agent can afford to be without a report file, which automatically segregates report information in such manner as not to tax the memory of the busy agent. The county extension agent who has no demonstration records and depends only on his memory or a hasty review of his daily diary and weekly or monthly reports to prepare a talk, write a news article, or an annual report, cannot hope to find the kind of material in available form that will attract attention and serve as a permanent record of accomplishment in the county. Many reports written from memory or vest-pocket records are marked "nothing to index" in the Washington office.

For the sake of convenience, the narrative-report and project file is placed in the bottom drawer of the desk. The same mechanical set-up is used as in the case of the information file. It is set up in keeping with your plan of work, a folder being prepared for each project, sub-project, or enterprise. A folder should be provided for reminder notes, etc., to serve as a basis for monthly narrative report. It is to house each

enterprise plan of work, as well as material to be used in the annual report. It should also contain all current plans for demonstrations, instructions from specialists, etc.

A folder under each heading will serve as a container for all material that is to be used in connection with writing the yearly narrative report relating to the enterprise, such as extracts from monthly reports, suggestive notes dropped in throughout the year, pictures, news items, copies of circular letters, and report blanks (fig. 13). It is often

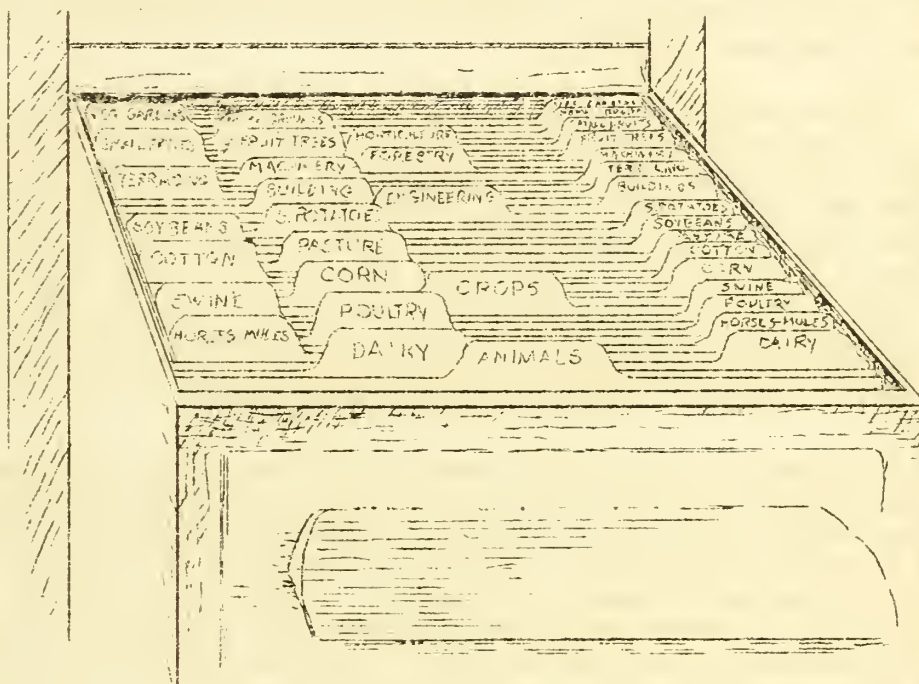


Figure 13.--Narrative report or project file in bottom drawer of desk.

advisable to start a new project file in advance of the close of the year by inserting new folders. This will permit inserting plans in advance and ready reference to previous year's work when useless material is destroyed and permanent record material is placed in transfer cases for reference.

In the front of this file, or in a handbook, a record sheet should be kept to record the daily activities of the office and field activities of the agent.

METHODS OF TRANSFER OF RECORDS AND CORRESPONDENCE
FOR STORAGE OR SEMIACTIVE SERVICE

The transfer of a year's correspondence regarding general extension, AAA or other activity, is necessary for reasons of economy of labor, equipment, and space.

The commodity sections in the Washington office of the Agricultural Adjustment Administration and also the county associations in some States have made purchases of filing equipment for use in county agents' offices in connection with contracts and applications relating to individual farms. There has accumulated in the county agent's office during the past 3 years a large amount of material in connection with the Agricultural Adjustment Program in various commodities.

This material is a part of the "Records and Accounts" of the Government and must be preserved and handled in accordance with government regulations. Section 3119 of the Regulations of the Department of Agriculture provides that "no record, account, document, or other official paper shall be destroyed until approval shall have been secured from the Chief of the Division of Operations." This matter was brought to the attention of the Department in connection with material accumulated during the Bankhead Cotton Program and it was determined that these records must be preserved in good order and are subject to inspection at any time by the representatives of the Archives Division of the Government.

In order to comply with these regulations, steel transfer cases have been supplied the county offices, into which should be transferred from the filing cabinets all essential documents relating to the previous AAA or other programs, thus relieving the cabinets so they can be used for properly filing work sheets, applications, farm maps and other material relating to the current Agricultural Conservation Program. The filing cabinets provided by the Agricultural Adjustment Administration or the County Associations, and the transfer cases, should be used for holding these papers and must not be used for other purposes except as space in such cases may not necessarily be required for the documents above referred to.

The transfer cases are not equipped with rods or follow-up blocks, as it is assumed when the material from the files is transferred to the transfer case the drawer will be completely filled. In making the transfer, any papers of no further value in connection with the program may be discarded, but all essential material, including the guides and folders in which the documents are placed, should be transferred to the transfer case so it will be just as readily accessible as it would have been if the material had been left in the original filing cabinet. New guides and new folders have been provided for the filing cabinets for all county extension agents' offices and additional supplies will be furnished from the State supply office upon request.

Material being transferred may either be placed with that previously

transferred for same correspondent or governmental agency number, or the whole file may be transferred by years. When the numerical or alphabetical system is used it will not be necessary to transfer the guides, since the folders will serve as guides. The new folders are given the same headings as previously, although if desired they may have a color scheme distinguishing them. The card index will continue to serve as reference for both current and transferred numeric files since the correspondent's number remains the same each year.

Folders may be transferred from the current file to transfer equipment in the same order of arrangement. Each transfer drawer or box should be labeled "Transferred", indicating date and year, and in accordance or logical order with divisions within.

Transfer Procedure

Since it is usually most convenient to have the entire drawer capacity occupied by current material, it is advisable to carefully check the files several months in advance of actual transfer. A list should be made of correspondents who are sure to need individual folders for the ensuing year. It will save time to make out transfer folders prior to the transfer period. It may also be well to check cross-indexing against subject-matter file to insure quick reference. For example, if one is likely to forget the name of a producer of a certain kind of pure seed or livestock, this name, address, and other important data may be recorded under the specific subject in the information file. Again, if some company has made a special price offer on canning equipment or rose bushes, etc., it may be cross-indexed under food conservation, under "Home Economics" or Landscape Gardening under "Horticulture."

Transfer Drawer

Single-unit steel transfer case has same capacity as drawer of file cabinet. It is constructed to facilitate stacking as high and wide as desired.

Bulletin racks may occupy available wall space to display bulletins of special county interest in such manner as to attract attention of all callers and should lead to desirable dissemination of information.

Periodicals and new bulletins, etc., may be displayed on a reading table in orderly fashion, to hold attention of callers while waiting to see either of the agents. A wall glassed-in case may display soil samples, or fertilizers, seed, insects, plant and animal diseases, illustrations of swine, stitches, basketry, food budgets, etc.

Office Conveniences

Maps Illustrating Programs

County agents find it advantageous to place on the walls of the office county maps which illustrate the progress made with certain enterprises, such as acres and percentage of cultivated acreage terraced by communities; day's time leadership served 4-H club work, adult work; pounds of winter cover-crop seed planted by years, or location of the offspring from a brood sow of a pig club member. Colored tacks are usually used to show locations. However, sometimes the use of a picture showing the location of a scrub bull is advantageous, or when the scrub is replaced by a purebred it is covered by a picture of a purebred.

Name Holder

The new agent in the county will find the name holder on the top of his desk the means of building a friendly feeling; it will enable the visitors to call him by name.

Telephone

Efficiency as well as a business atmosphere is often created by having a pencil and directory hung near the telephone, with a perforated writing pad handy. An extension adds to the convenience of the office where more than one uses the telephone. Occasionally the telephone may be used as a means of closing a conference that is too lengthy. This can be done by pressing a buzzer which signals the secretary to call.

How to File Report Cards

For the sake of convenience, report record cards may be kept in the top drawer of the desk. The guide cards used for classifying and separating them are set up according to the plan of work in the county, somewhat as illustrated (fig. 14).

Plan of Work Card

The card (fig. 15) is designed to furnish the agent with a suitable plan of work for each enterprise. Too few county extension agents make out a plan, and too many plans are not referred to after they are made and filed. Some seem to look on such a procedure as an overnight task inflicted by the supervisor once each year, and relegate a wordy plan to the desk drawer until next year. This card, so designed as to be usable throughout the year, is filed for convenient reference and may be checked as the work is accomplished. The card is filed by checking in the proper space, the work planned with the supervisor, at the beginning of the year. The dates on this card are extracted from the narrative plan of work. The card is filed just back of each division represented in the plan of work. A list of demonstrators is placed on the reverse side and serves to check against the cards returned from the demonstrator. In case a card reporting system

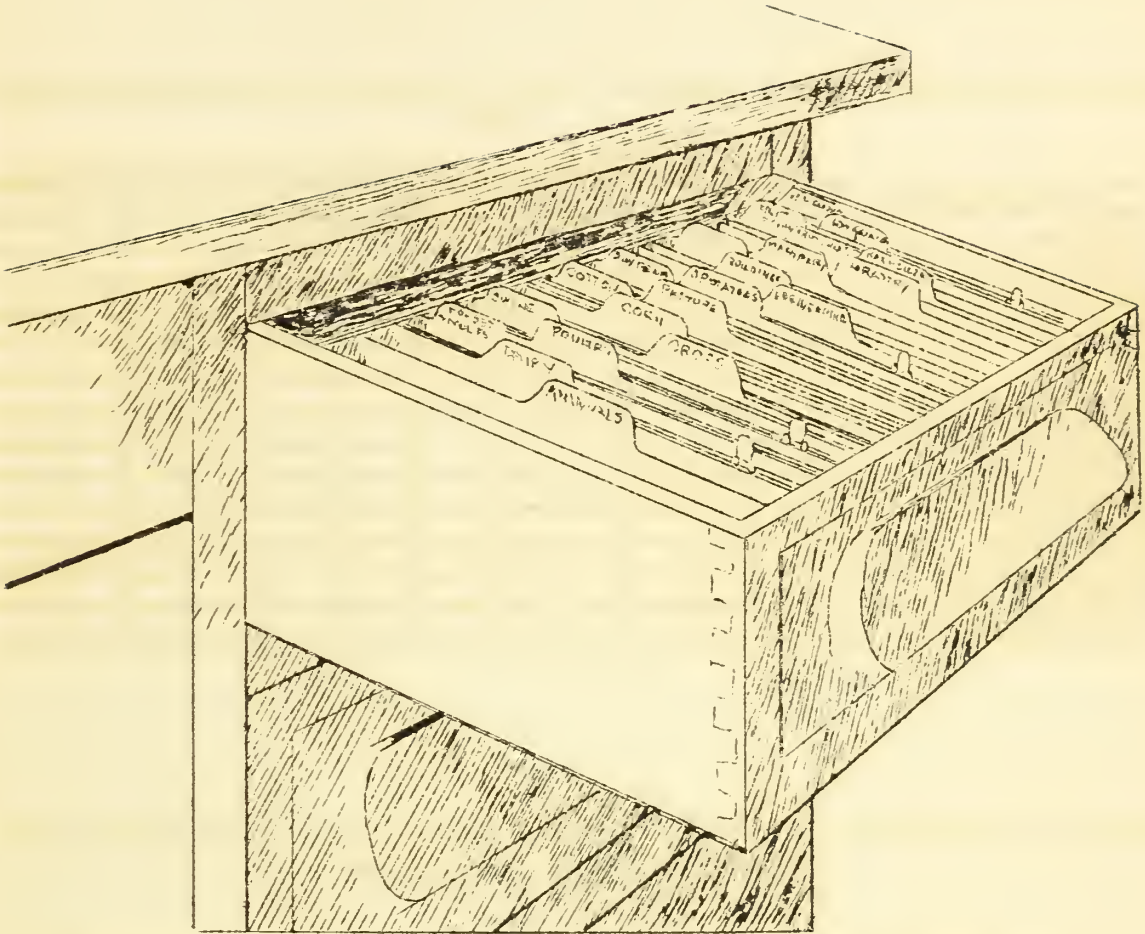


Figure 14.--Demonstration record card file in top drawer of desk.
Small metal tabs separate adult and junior cards.

is not used a similar plan of work sheet may be kept in the narrative report or project file.

Plan												
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
No. demonstrations												
Visit den.												
Circular letter												
Planning meeting												
Field or home meetings												
Tours												
Supervisor visits												
Specialist's visits												
Educational exhibits												
Bulletins sent												
News items												
Show slides												
Moving pictures												
Make charts												

Figure 15.--Plan-of-work card.

The development of the farm and home demonstration designed to measure the cash income, and saving through products furnished the home, its reflection in living, should make it unnecessary to establish the usual number of enterprise demonstrations. Such demonstrations make it possible to study farm income according to size, type, and tenure, and the type of farm and home equipment and comforts that may reasonably be expected according to income. It is also possible to study the best enterprise combinations with most economic and improved practices under projected farm and home management.

The Bulletin Rack

The county extension agents must have at their fingertips the answers to most of the local problems in a form which can be handed to the farmer or farm woman for study. Many good forms of bulletin racks are now in use. A county extension agent in Tennessee who originated a rack somewhat different from the usual type, claims some advantages that are not usually found. The rack is only 1 inch in depth and has the advantage of not taking up great room space, with the door or window facing often serving as one

side of the rack. Only 10 bulletins are placed on the rack at a time. When the 10 are removed, the label (indicating title and number of bulletin) is removed and a mark is placed on the back of the label. By keeping tab in this manner, the agent knows just what lines of work are most popular. The label holders can be purchased at less than \$1 a dozen. Copper wires are used to hold the bulletins in place. Such arrangement gives a pleasing effect, and bulletins are visible for selection.

When many bulletins are kept, it has been found advantageous to number the positions across the top of the rack and to letter the shelves. From this system a key may be developed to facilitate finding the bulletins quickly.

Storing Stock Bulletins

The modern way of taking care of stock bulletins is done by keeping the supplies in bins. The shelf space should be numbered and lettered in keeping with the bulletin rack. (Key referred to above.) An order can be made for new supplies when the rack is replenished.

Duplicating Machines

Business and educational institutions are putting duplicating machines to work as never before. Thousands of letters per hour may be easily and inexpensively reproduced. Circularizing has become a fine art in extension, as well as in commercial work. The multigraph and mimeograph machines have become popular. These machines will turn out 1,000 letters an hour when operated by hand. The best of these machines are so constructed that the salutation can be filled in by the same typist. If a pen signature is desired, it is possible, with a signature attachment, to sign the name in writing fluid of any color, at the same time the letters are being multi-graphed.

The county extension agent who has access to an addressing machine should have stencils or metal plates cut to carry his mailing lists. The hand-addressed envelope is obsolete in the business world and should not be found in the county extension agent's office. The typewritten envelope or card is often not economical where large numbers are to be mailed.

Many agents who do not have access to these machines locally are sending their letters or cards to the college. For years it has become the practice in some States for the specialists to prepare timely circular letters covering their work, for the signature of the county extension agents of the States.

Stencils are cut for the mailing lists and the letters or cards sent to the county extension agents in bulk for mailing locally. This practice usually receives the hearty endorsement of the agents, especially those who do not have access to equipment. It also enables the specialist to follow a systematic plan of work throughout the State. There is a growing tendency for the Extension Service to make use of the double postal

card which has become so popular with business concerns. It eliminates letter folding and stuffing of envelopes. It also enables the county extension agent and specialist to get some measurement of how the work is being received through the return card. The practice of giving out return cards at field meetings, tours, and other gatherings is increasing. This method provides an index of interest through the number of requests for literature, and it enables the agent to increase his mailing list. A well-timed follow-up return card often serves to show whether the farmer actually followed the recommended practice. Some county extension agents and specialists reproduce pictures of demonstrations, maps, drawings, charts, cartoons, diagrams, etc., as headings for circular letters.

The Educational Exhibit of Insects or Diseases, etc.

The present-day trend toward the use of educational exhibits is gradually finding its way into the county extension agents' office. The display of properly mounted materials concerning economic production, not only serves to assist the agent in clearing up a farm problem in the mind of a farmer, or a member of his family, who visits the office, but it enables the wide-awake secretary to give them the desired information to solve their problem in the absence of the agent. If each specimen is accompanied by a formula treatment, or if attention is called to available bulletins, the secretary is able to complete the transaction in the absence of the agent. By leaving a card or note in the "immediate" box, the agent's attention is called to the transaction, and he can telephone or write if necessary.

Another simple type of exhibit that may be placed in the window of the office, if it is located on the first floor, is an enterprise exhibit. Such a display usually depicts a local farm problem with its solution. It may depict the progress made in the county in solving the problem.

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How to Organize A County Extension Agent's Office

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